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Program Planning

notes for community leaders
no. 5



YOUTH AND RECREATION BRANCH
ONTARIO DEPARTMENT OF EDUCATION



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In the long run, the programs offered by a voluntary organization to its members, or to the community, are what attract people or turn them away.

People are attracted by programs that have real meaning for them;

meetings and conferences that lead to action, or bring them information they need,
sports or craft groups that bring them the skills they want
study programs that meet them on their own level
special events and "galas" that help them to know their neighbours better.

Organizations that provide these will be accepted as an important part of community life. When the topics or activities of the programs are closely related to the goals of the organization—and when a series of programs leads by logical steps toward a particular achievement—the interest of the members will be sustained over a long period.

Programs that have these qualities of meaning and progress cannot come about by chance, or by trusting to luck that something suitable will turn up at the right time. Comprehensive plans for them must be laid out far in advance. Any program-planning group faces opportunities and challenges that are vital to the development of the whole organization.

What makes a program?

A program without a purpose, or with a purpose that is not clearly stated and understood, may not be able to compete successfully for the attention of the community. Only the most enthusiastic people will give up their favourite TV programs to attend a meeting or a workshop unless they understand that the meeting has a purpose that is important to them.

Once the planners have the purpose of the program clearly before them, they have done an important part of their job. The next step is to consider the people for whom the program is being planned — the audience or the participants. How can the purpose be made clear to them? What will interest them? What do they want?

After that comes the "how" of the program — the process.

Whether the program is to take the form of a "gala" night or a business meeting, a party or a workshop, the tone must be set at the beginning. The audience must be "warmed up" — whether for hard work or for relaxed play. The leaders usually accomplish this by letting them know just what to expect and by building up a feeling of anticipation.

When the group has been well prepared, a few surprises in the form of new information, new ideas, or new variations on old themes, will add to the enthusiasm. In some types of program, the presentation of conflicting views may provide the stimulation, and careful planning will be needed to prevent the conflict from distracting the group from its purpose.

As the program develops, each member of the audience should find something to give him a feeling of being involved in the event, and of sharing in the success achieved. An alert program committee recognizes the value of variety in the program methods it uses. Boredom and apathy are not as likely to develop in a group that is often asked to participate in the presentation of the material as in the group that is always expected to be a polite audience for a lecture or a film.

The stimulating effect of the unexpected in a program, at just the right time, may occasionally spark the energy for a long step forward.

And no program should end before the participants see clearly the next step to be taken -- the action that is to follow the fact-finding meeting, the next project to be tackled by the craft group, the work to be done with the funds raised at a special event, the consolidation of the liaisons developed at a conference.

The principles of program planning

Over the years, as groups of planners have exchanged ideas and experiences, a useful set of principles has emerged. Here are some of the important ones.

1 Planners should keep the objectives of the organization clearly before them as they work. A program committee should never resort to "getting someone" or "something" just to fill in the time in a program schedule, without making certain that the ideas presented by that film, speaker, activity or entertainment fit the purpose of the program.

2 Effective planning always develops directly out of the interests and needs of the members.

3 Those who will carry out the program and participate in it must be able to contribute to the making of the plan. Most people accept the idea that planning is necessary in their daily lives. We all plan our work, our holidays, our gardens and our homes. We work most enthusiastically for plans that we have made ourselves, or that we have helped to make.

4 The best plans develop when the program committee seriously tries to give the expressed desires of the members a form suitable for action.

5 Planning ideas come from three sources — the members of the organization, the professional staff (if employed), and from outside resource people.

6 A ready-made plan can seldom be adopted completely. Planning must take into account the individual differences of people, time and locale.

7 Planning should be fully recorded while it is being done. The record will serve as valuable information in evaluating the program, and as a guide to future planning.

8 Every program plan should include a scheme for evaluating both the plan and the program it produces. See the section on Evaluation for information about the use of evaluation in program planning.

The role of members in program planning

Running through several of the principles of program planning listed under the last heading are the suggestions that

planning begins with the needs and interests of the members; members share in the planning by expressing their needs and interests, and by taking some responsibility in the planning.

What are the best ways to go about getting suggestions from the members? Here are a few ideas.

Buzz-groups. The members at a general meeting may form groups of 6 or 8 without leaving their places. (The scheme needs to be carefully and clearly explained to avoid confusion.) Each buzz-group chooses a spokesman and after about 10 minutes of discussion he will report to the general meeting the program suggestions of his group.

It is also the spokesman's responsibility to see that everyone in the small group has a chance to contribute.

Interest is added if the final list can be posted up on a blackboard as it is being reported. When the duplications have been weeded out, the suggestions will serve to guide the program-planning group.

Evaluation sheets and questionnaires. The program committee can plan a carefully worded questionnaire for the members. Or a question such as "what program would most interest you?" may be added to the regular post-meeting evaluation sheets. The questions should be worded so as to find out:

- a) what individual members want from the organization,
- b) what the members think the organization should do,
- c) what the members think of past programs.

Continuous evaluation is part of the program-planning process. The reactions of the members to the programs offered them, if honestly stated and seriously considered, are guideposts for future planning.

Opinion polls. A committee takes on the job of arranging to interview, either face-to-face or by telephone, all the members of the organization. They collate all the suggestions received and offer them for the approval of the membership. Great care must be taken to frame the questions so that they will be clearly understood and will produce useful answers.

Suggestion box. If brought to the members' attention often enough, a box for suggestions may yield some fruitful program ideas.

Brainstorming. Brainstorming is a discussion technique by which a large or small group of people, in an atmosphere of complete freedom, can produce a host of ideas. Since the group only aims at quantity and takes no time to evaluate the various suggestions, the quality of the contributions may vary from meaningless to brilliant.

Every suggestion, even though it may appear almost senseless, should be carefully recorded. The least practical idea may lead, through the association of ideas, to the best suggestion of the session. The list of ideas is carefully edited before being put to use.

Suggestion symposium. A committee may undertake to prepare and present for discussion a series of program suggestions. The discussion is opened to all the members after the committee has completed its presentation.

Informal conversation. Some of the best program suggestions grow out of casual conversations at social events in the community, over coffee cups after the meeting, or when members chat with their friends and neighbours.

The role of the program committee

Some community organizations appoint small committees to plan their programs. The committee may draw up an outline plan for the approval of the executive. Or, the executive may give the committee an approved outline within which it is expected to work.

The small group of planners may be greatly expanded at times when the organization is undertaking to carry out ambitious projects. A big job may have to be divided among many conveners and sub-groups.

Service clubs and other community groups often rotate the responsibility for planning individual programs among all their members. The executive committee itself may make an outline plan for their guidance. Other groups who are associated with national or international organizations may receive more or less detailed plans for programs, along with quantities of resource material and other forms of assistance from their parent associations.

Wherever program planning is done, the job is always the same — to devise action to implement the purposes accepted by the members of the organization. To do this job well the group should be representative, and should have effective liaisons with the members. If the committee members also have liaisons with other voluntary groups in the community, some of the snags of overlapping schedules and unnecessary competition will be eliminated.

Step-by-step planning

- 1 The outline plan for the season, for the year, or for a longer period. Whether it is prepared by the executive and handed to the program committee for action, or whether the planning group build it themselves, it will set the long-range goal and govern the purpose of each individual program.
- 2 The general plan of the content. What steps will lead most surely to the desired goal? The content of each program in the series will be decided in a general way at this stage. Sometimes the series of programs will be obviously related. In other cases they may seem to be quite diverse because each of the programs of the series has some special short-term objective that is part of the groundwork necessary to prepare the way toward the achievement of the long-range goal.
- 3 The program methods. At this stage the methods to be used will probably be chosen, after some careful research into the interests of the members. Whether the group will be learning new dances, enjoying a community festival, or exploring an urgent community problem, a variety of methods is most apt to produce a lively pattern of participation. Several different methods may even be combined in a single program, and the series should aim at as much variety as possible.
- 4 Estimating the costs. It will now be possible to make a careful estimate of all the costs involved, and a realistic plan for meeting them should be decided upon before any final steps are taken.
- 5 Evaluation of the plan. Are the long-range goals and the immediate objectives attainable? Are the ideas expressed in them in line with the way

the members think? Have the members shown interest in the content of the programs? Will the methods be "over their heads" or monotonous? Research and careful evaluation are as essential in these first stages of program planning as they are at later stages. See "Evaluation and goals" and "Evaluation and program planning", section 9.

6 Advance arrangements. As soon as the general form of the first few programs has been decided, times and places may be set. Advance arrangements for things like mechanical aids, films, speakers, musicians, resource people and resource material can be set in motion.

6a Publicity is also part of the sixth step. Those who are to be responsible for publicizing the event must have the information they need early enough to do their own careful planning. Plans that are completed too late to allow time for the adequate notification of everyone interested, and for a well-thought-out publicity approach, are not good plans — no matter how brilliant. Publicity releases should give, in addition to the details of time and place, the purpose of the program and some description of what will happen. See page 5 — "The publicity committee", Section 10.

The publicity effort should be checked (evaluated) while it is in progress to make sure it is reaching the audience. See "Steps in evaluation", section 9.

7 Carrying out the plan. The next step is to set deadlines for carrying out every phase of the arrangements. Each responsibility is recorded and delegated to a particular person or sub-committee. Many organizations use a responsibility chart like that on the next page to make sure that everyone knows what he is to do and when his job is to be completed. The chart is also a means of letting each group see what others are doing and how the jobs fit together.

8 The alternate plan. What if the chairman and the vice-chairman should both come down with the flu? The guest speaker's car might break down on the road; the feature film might miss the train. What then? An alternate program plan must be worked out just as carefully as the original scheme. Deadlines and responsibilities for this plan should be included in the responsibility chart.

9 Program evaluation. The final step is to plan how the committee is going to find out from the participants what they thought about the program. What are their reactions to the presentation? Did it meet their expectations and needs? What do they think might be improved? Are they ready for the next step or the next program in the series? See "Steps in evaluation" and "Evaluation in program planning", section 9, for suggestions about how the planning group uses the evidence it collects to modify its plans.

CENTREVILLE ART CLUB

RESPONSIBILITY CHART

Monthly Meeting - March 15th - What Does Modern Painting Mean?

JOB	PURPOSE	Complete before	RESPONSIBLE
The Panel	Arrangements with the moderator - Mr. Smith	Feb. 1	Program Committee Chairman: Mrs. G. Brown 150 Main St. E. phone 1234-J
	Arrangements for panel members	Feb. 7	
	Exploratory meeting of panel	Feb. 25	
	Assign officer to introduce panel	Mar. 13	
	Assign officer to thank panel	Mar. 13	
Publicity	Posters for P.O. and Community Centre	Mar. 1	Publicity Committee Chairman: Mr. H. White, 92 Grant Ave. phone 4321-W
	Notice to papers	Mar. 5	
	Notice to members	Mar. 10	
	Telephone members	Mar. 13	
	Display announcing April meeting	Mar. 13	
Publications	Collect books and prints of modern paintings	Mar. 12	Publications Sub-committee Convener: Mrs. M. Howard, 117 Smith Blvd.
Hospitality	Assign members to welcome moderator & panel members	Mar. 15	Hospitality Sub-committee Convener: Mrs. J. Jolly, 188 Main St. W.
	Welcome club members	Mar. 15	
Social Hour	Refreshments	Mar. 12	Social Sub-committee Convener: Mrs. W. Cook, 132 Leslie St.
	Entertainment	Feb. 15	
Music	Select records for the refreshment period	Mar. 13	Program Committee Mr. Somers
	Accompanist	Mar. 1	
Alternate Program	Arrange for local art teacher to stand by with short talk and exhibition of prints	Mar. 1	Program Committee Chairman
	Book film "Klee Wick"	Feb. 15	
Evaluation	Prepare end-of-meeting slips	Mar. 13	Program Committee Mr. Cousins

Planning a conference

Nowadays great use is made of the conference to tackle single problems or sets of problems.

It is not often that the program committee of a single voluntary organization would have to tackle this big job of planning all by itself. But nearly every organization does occasionally help with the plan of a joint conference in the community or district, or a conference of affiliated organizations.

Conference planning usually begins when an advisory steering committee has determined that the conference method is the most likely to produce a solution or a clarification of the problems that have been expressed. A conference chairman is selected and a conference-planning committee is set up.

The planning for a conference may conveniently be divided into two sections. One group can draw plans for the program and another can plan the administrative arrangements and services.

The group charged with planning the actual sessions of the conference may be given a fairly complete agenda that has been agreed to by the sponsoring groups. At some conferences, of course, the participants may set the agenda during the first session. This is a time-consuming process, though it has the great advantage of involving all those who take part in setting the goals of the conference.

Planning for the conference program will follow through the steps already outlined. The program group will deal with the general plan, the methods, the evaluation and the back-up plan.

The general plan will detail the schemes for communication, evaluation and reporting. The planner will have to provide for all the information the participants will need for their discussions. Printed information may be mailed to participants before they come to the conference. Complete reports will be required as soon as the conference is over.

The methods to be used for the various sessions — plenaries, discussions, lectures, workshops, and so on — which fill out the structure of the general plan. Suitable speakers, resource people and discussion leaders will have to be found and briefed. The method of preparing reports will also be planned.

The planners of the program will probably design some method of evaluating or testing their plans as they develop.

An alternate or back-up plan is needed for each phase of the conference

The management committee planning for the administration and services of the conference will carry out the remaining steps.

Costs will be estimated and a budget prepared.

Advance arrangements will be made for housing the sessions and the delegates, for registration, for stenographic and duplicating services, for a service bureau, for recreation facilities and social events.

Publicity will be planned.

Responsibilities will be assigned and deadlines set for the carrying out of each phase of the plan.

The success of a conference seems to depend to a large extent on developing an atmosphere in which every delegate can feel relaxed and comfortable. It is the responsibility of each participating organization to make sure that its delegates go to the conference sessions fully prepared for what will happen. A well-oiled conference plan in which every detail has received the most careful study, and which is clearly understood by everyone taking part, also makes a great contribution to the atmosphere that produces results.

Planning a special event

The planning for a special event, such as a large social gathering, pageant or community carnival, will need particularly close attention to the timing, and some careful forethought for contingencies.

An ambitious project may require many hands. Sub-committees made up of people who have special skills, or special knowledge of the community, may be appointed to look after such things as decorations, the sale of tickets, publicity, the refreshments, various divisions of the program itself, the PA system, community singing, costumes, lighting, music, and so on. Some organizations have found that the larger the number of people involved in the planning stages, the more importance the event assumes in the community.

If one of the objectives of the special event is to raise funds, then the facts of experience must be squarely faced. In this field success is never easy. For this reason the collection of evidence and careful evaluation of progress at every stage becomes vitally important in planning fund-raising events.

The preparation of the outline plan and the continuous integration of the planning of all the sub-groups will occupy the program committee itself. An important part of their task will be to keep the detailed planning in tune with the objectives and purposes of the whole program.

For many community organizations, an annual or regularly held special event is the core around which most of the other activities revolve. When entertainment, food and hospitality form a part of this program, it is nearly always worth the extra time and money to see that they are of the highest quality.

Suppose a community organization has decided to hold a community party, either for some specific short-term purpose or because it fulfills one of the basic purposes for which the group is organized. By the time this decision has been reached, the first two stages of the planning are complete. The steering committee is ready to set the time and place and to think about publicity.

The party may very well be given a special "theme" or motif around which the publicity can be built. The "theme" idea also helps to add significance and form to the program and to the decorations.

Publicity. Planning the publicity might easily be the first responsibility delegated to a sub-group. Using the chosen theme (citizen participation, on ethnic culture, festival of the arts, the youth scene or an historic period) the basics of their planning, they will begin to prepare releases for the papers and the radio station, posters for display at strategic points in the community, flyers and handbills, stickers for automobile bumpers. Many key people in the community may be interviewed and personally invited to attend the affair.

Facilities. The facilities committee has many things to take care of even after the hall or rooms have been booked. Parking arrangements must be thought of, cloakrooms and washroom facilities are also important. The lighting, and the PA system must be checked. Kitchen facilities must be provided for the refreshment committee. An adequate number of chairs, tables or other furniture may need to be located.

Program. The program committee will be made up of those who will conduct the activities and any assistants they may need. They are wise to prepare far more activities than will fill up the time allotted to the program. If some item has to be dropped from the program for some reason, others should be ready to take its place. Activities that have been successful with other groups may prove unsuitable for this crowd. New ideas are usually enthusiastically received, but they should not be forced on people who are not ready for them. A good stock of old favourites should be included in the plan.

Decorations. The theme of the event, of course, governs the colour scheme and the motifs of the decoration plan. If all the details of the plan are carefully worked out in advance, it will be possible to enlist a great many volunteers and each willing worker can be shown exactly what he is to do. This committee must guard against underestimating the time needed for jobs of this kind. If leaders with special skills can be found for the group, some of the commonest difficulties will be avoided.

Refreshments. Food that appeals to the eye as well as to the taste is an important element of any party. The "theme" of the party may be used to present the refreshments, and the dishes themselves may be connected with the "theme". The refreshment committee plans should be checked and re-checked with the reports of the other committees so that they are reasonably sure they will not run short or have a wasteful surplus.

Hospitality. Depending on the details of the arrangements, members may be delegated to welcome people as they arrive, to look after the special guests, or carry out other hospitality duties. These duties might be carried out by the same people who assist the master-of-ceremonies or activities leader.

Clean-up. When the party is over, some important jobs remain to be done, and they also need to be planned in advance. Items that have been borrowed or rented must be checked and put in a safe place. If the room is to be used for other purposes the next day, it must be put back into its original condition. If decorations are carefully taken down and packed they may be used again. If the clean-up committee is large and if its work is well planned, the "joe-jobs" need not weigh too heavily on any individual.

Arrangements for a meeting

At a business meeting, a committee meeting or a study-group session, the program may be entirely taken up with the order of business or agenda, which is planned by the executive officers or by the chairman. If the program is also to include a social period, a speaker, or a film, then the program committee will have the job of planning that part of the session.

For large general meetings, the physical accommodations may also be part of the job of the program committee. For the meetings of small discussion groups or committees, the chairman usually keeps an eye on the arrangements, even if he does not personally set out the chairs, supply pencils or provide ash trays.

Whether a meeting is formal or informal, large or small, the group will make better progress if the members are reasonably comfortable and free from outside distractions.

There are a number of points to bear in mind when arranging for a meeting. Here are some of them.

1 How will the members be seated in relation to the leaders and to their fellow members?

Sometimes, when a meeting is large, the only accommodation available will have fixed seats. And the people in the rows behind the first one will find themselves talking without inspiration to the back of a line of heads. If any other arrangement is possible, avoid this one. Real discussion is apt to die at birth under such conditions.

If the group is small, there is no better arrangement than a circle around a table. Quite a large group can be accommodated around a hollow square or "U" of small tables. If these arrangements are impossible, a circle of chairs (the chairman in one of them) is a good arrangement for stimulating the interchange of opinions. Any arrangement that places the discussion leader apart from the group is less effective.

2 Are the seats comfortable? To sit for an hour or more on a hard, straight-backed chair is Spartan discipline. It isn't always possible to get really comfortable seating, but it pays to go after the best available. The group will appreciate it. On the other hand, one should guard against soft easy-chairs which will lull the members into a state of dreamy semi-consciousness.

3 Is the ventilation adequate? If people yawn it may be for lack of oxygen rather than for lack of interest in the topic. In a stuffy, smoke-filled room discussion is not at its brightest. Such an atmosphere is particularly rough on the non-smokers. Fans and windows should be arranged to let in at least some breaths of fresh air to clear out the smoke haze.

4 Does each member know all the others? It prevents embarrassment if the group members know each others' names. Verbal introductions place too great a strain on memory, if many people are meeting for the first time. Easy-to-read place cards or label cards can make things easier.

5 Are the visual aids arranged in the best possible way? The location and convenience of projectors, screens, diagrams, pictures and other visual aids should be planned in advance. A competent projectionist is a "must" if movies are to be used.

6 If smoking is permitted in the premises, how about ashtrays? A small point such as this can be an annoying distraction. A man can't keep his mind fully on the subject if he is flicking cigarette ashes into his trouser cuff or furtively watching for an opportunity to butt a cigarette on the heel of his shoe.

7 Are there too many distractions? Traffic noises, a sing-song in the next room, a flapping window blind, a too-noisy fan, light shining directly in the eyes, or anything that disturbs the group, handicaps the concentration needed both for expressing and receiving spoken communications. Though an absolutely quiet environment is usually out of the question, every reduction of distraction is worth the trouble.

8 What about the little things? The little things make a difference — a few extra pencils, a supply of paper, a hard surface for writing if there are no tables.

Sources and resources

No program-planning committee is entirely on its own. In every community there are innumerable resources and sources of assistance. Speakers, resource people, valuable ideas and guidance, films, printed matter and facilities of various kinds are to be had — sometimes merely for the asking.

The program committee's job here is one of knowing where to go for what is needed, and of making critical evaluations and choices.

An efficient organization executive will keep up-to-date files and records of all the sources and resources that are known to be available. All the planning and study groups should be able to refer to these for help with their problems. In turn, each group should contribute any information it comes across to these files and records.

The card-register of the members. The members of the organization always represent its most valuable resource. This group will yield a constant supply of ideas and of leadership. The register of the members should indicate all the special qualifications of the members, all their skills, interests and experience. A constant survey of this roll, if it is kept up-to-date, will keep turning up members who have reached a stage where they can contribute in special ways or take on new responsibilities.

A well-ordered library and clipping system. Books, periodicals and pamphlets should be constantly collected and maintained in such a way that the information they contain is always available for working groups. We can never have too much news about how other people plan programs, what materials they use, and how successful they are. To be sure that our schemes of evaluation are valid, we must be able to call on resources and experience wider than our own.

A good filing system. Statements of policy and objectives, legislation affecting the organization's activities, and detailed records of its past efforts and achievements need to be kept available for reference. A thorough study of the organi-

zation's goals is good grounding for any planning group — and it may produce ideas for particular programs.

Solid evaluation of present progress is difficult without detailed records of the past to use for comparison.

An index of resource people. Occasionally leadership from outside the community will be needed to help solve special problems. Many of these special leaders will come from other voluntary organizations more experienced in certain fields, from government agencies, or commercial firms. The file should give all the information necessary to establish the particular qualifications of the people listed. It is usually necessary to arrange well in advance for the services of these busy people. Program committees should supply the chosen resource person with as much information as possible about their organization, and say quite clearly what they expect him to do.

A catalogue of sources. Lists of films, music, speakers, information and many services are available from sources in the community, or from provincial, national or foreign organizations. Here are some of the more important.

Other levels of your own organization may be able to furnish some forms of assistance, if yours is part of a large association or federation.

The local library may be active in adult education, and may provide reading materials, films, music, speakers and other services.

Municipal, provincial or national government agencies are interested in the same problems that concern community organizations. The municipal recreation committee, the town council, the parks board may have interests that overlap those of your organization. They may help to co-ordinate your programs with those of other groups in the community. Materials and information can often be supplied by departments of the federal or provincial governments. Speedier action will result if the inquiry can be referred directly to the department interested, although letters addressed to the Parliament Buildings in Ottawa or Toronto will be forwarded to the offices most concerned.

The extension departments of our universities often have resources such as speakers and booklets that are available to community groups.

Industrial and commercial firms sometimes offer certain forms of assistance as a public service. Insurance companies, banks, manufacturers and industrial corporations print booklets, lend films and facilities, and occasionally send out speakers to community groups.

Keeping up-to-date

Filing systems, card indexes and inventories of resources should be organized in a form that will be understood and easily managed by succeeding committee groups. Methods of managing these things should be given some study so that the one chosen will be well suited to the size of the organization and the kind and amount of material to be handled.

A community organization is often wise to place any widely-useful material it has in a public library or some other public place where it may be used by other groups and individuals. Also, every organization should be willing to inform other groups about the sources and resources it has found useful.

Often a committee is set up to study resources of material and it reports periodically to the program committee on items that might be useful. The same committee may also make reports on methods of using such things as films, filmstrips, charts, bulletin-boards and posters.

A community organization should provide in its budget for the regular purchase of resource materials. It should not confine its acquisitions to those items that can be had gratis. And a lively organization realizes when material is outdated and information is stale. As new is collected, the useless should be weeded out and discarded.

When a new planning group takes charge, a definite arrangement should be devised for the proper transfer of all the useful material and information so that time is not wasted while the new people learn to find their way, perhaps even repeating work already done by an earlier group.

For Further Reading

Here is a short list of resources of information on program planning. Many of these will contain extensive bibliographies from which the planning group may choose.

Adult Leadership - the monthly magazine of the Adult Education Association of the U.S. , 1225 - 19th St. , N.W. , Washington D.C. 20036

Better Boards and Committees - Leadership Pamphlet #14, Adult Education Association of the U.S. , 1225 - 19th St. , N.W. , Washington , D.C. 20036

Committee Common Sense - Audrey R. and Harleigh B. Trecker (White-side Inc. and Wm. Morrow & Co. , New York, 1954. 158 p.)

Conducting Workshops and Institutes - Leadership Pamphlet #9, Adult Education Association of the U.S. , 1225 - 19th St. , N.W. , Washington, D.C. 20036. 48 p.

Conferences that Work - Leadership Pamphlet #11, Adult Education Association of the U.S. , 1225 - 19th St. , N.W. , Washington, D.C. 20036 , 48 p.

Film Utilization - J. Roby Kidd & Carter B. Storr, Canadian Association of Adult Education, 113 St. George St. , Toronto 5. 48 p.

Getting and Keeping Members - Leadership Pamphlet #12, Adult Education Association of the U.S. , 1225 - 19th St. , N.W. , Washington, D.C. 48 p.

The Leader's Digest, Volume .1 - a group of articles that appeared in Adult Leadership in 1952 and 1953. Volumes 2 and 3 have also been published and they contain many useful articles. 96 p.

Look, Listen and Learn - L. Harry Strauss & J. Roby Kidd. (Association Press, New York, 1948. 235 p.)

New Ways to Better Meetings - Bert and Frances Strauss (Viking Press, New York, 1951. 250 p.)

Planning Better Programs - Leadership Pamphlet #2, Adult Education Association of the U.S., 1225 - 19th St., N.W., Washington, D.C. 20036
48 p.

The Volunteer in Recreation - Department of National Health and Welfare. (Queen's Printer, Ottawa, 1958. 48 p.)

